

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

The Department of Public Defense practices a variety of human resource acquisition methods. We have two divisions in the department. The Military Division is primarily funded through Department of Defense allocations and personnel selections are made based on positions authorized by the military. The second division is The Homeland Security and Emergency Management Division. These positions are funded primarily through grants by the Federal Emergency Management Agency and the Federal Department of Homeland Security. While the Department understands the prescribed hiring practices of the State, we defer the diversity planning and goals based upon the strategies of the military services. The training in Diversity for the "State Employees" will be augmented through the Federal program in existence.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 The hiring authority will determine whether the requisite competencies and skill sets can be acquired within the Department, within state government, or externally. Known, potential candidates, skill sets, persons holding related job titles, and similar factors will be considered in this assessment. Whenever possible, the Department balances external hires with internal hires so that the workforce is comprised of a mix of new and experienced employees, who will represent a diverse blend of work experience and backgrounds. When vacancies occur in underutilized job classes, before the posting is limited to internal candidates only, strong consideration must be given to whether there is an adequate potential internal candidate pool. Otherwise, external candidates will not only be considered but encouraged to apply through robust recruitment efforts.

FY 2009 At this time this will be a continuation of the 2008 plan.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 The Adjutant General, a State Employee delegates responsibility of Appointing Authority to the Human Resource Officer (HRO), a Federal Employee of the Iowa National Guard who has final approval authority for State positions. The HRO office facilitates the identification of positions, prepares the vacancy announcement, executes the hiring process, and provides follow up once a selection is made to ensure compliance with EEO/AA goals. Additionally, the HRO office contacts applicants informing them of their status as a result of the hiring event. The State Fiscal Office facilitates providing the appropriate funding sources for positions. The Hiring Manager or Supervisor is responsible for compliance with and adherence to prescribed hiring processes. They are also responsible for the development of the PDQ, the verbiage of the vacancy announcement, board assembly, and conducting of the interview process. Again, upon completion of the interviews the packet is returned to the HRO for review, to ensure EEO/AA compliance, and to contact the applicant.

FY 2009 This will not change from 2008

The name and contact information of a primary recruitment contact for usage by DAS is:

Col Michael Staebler (515) 252-4279, HRO, Cheryl Munson, (515) 252-4689, EO1, Ralph Smith, (515) 252-2781, HRA

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

Ten positions

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

None

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

Custodial Worker

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

Low Pay Scales

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

None

List the barriers that have been identified in recruitment of the protected classes:

Many of our positions have physical requirements which may preclude some disabled persons from qualifying.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

We will continue to educate supervisors as to the tools available to accommodate personnel in the protected classes.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

None

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

None at this time.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings				
Resume Search Products				
Standard News Print				
Specialty Trade Journals				
Radio				
TV				

Open House				
Search Firms				
Temporary Staffing				

Other (please list):

The use of Merit Resource (PEO), USA Staffing, and Seasonal/Temporary Hires are used as needed in our agency. The supervisors in each area handle their own recruiting methodology.

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

Merit Resource individuals have had numerous successful results when applying for full-time State of Iowa positions within our department.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

Hiring supervisors approaching individuals known to possess the knowledge and skills necessary for a position.

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

Yes: The supervisors apply their own methods for recruiting interns. No Department process for recruiting exists.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

We do not.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

Filed and reviewed upon each job announcement.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

The State of Iowa had a goal of 1 female and 1 minority hire in the EEO Category of 1 (Officials and Managers). We achieved the female goal, but did not make the minority goal. These positions are highly specialized and promotions to these positions are very competitive. Create more entry level positions while promoting diversity so expertise can be accumulated and dispersed in a more diverse manner.

For FY 2009, provide a timetable for those activities you plan to implement:

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

Custodial Workers

List the issues you have identified that contribute to the turnover in these classes:

Lower Pay Grades result in a lack of interested individuals

Check the methods you use to identify turnover factors (check all that apply):

☒ Exit interviews

Describe how these are conducted:

Conducted by the supervisors as the employee departs. These are forwarded to HRO. On occasion the employee has forwarded as well.

☐ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

☒ Management team meetings/exercises

Describe how these are conducted:

These are conducted in areas other than the daily work space. They are used to determine and design strategic goals within the agencies.

☐ *Other methods (please describe):*

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

No competencies are lacking, however experience in military/disaster matters are critical in most of our jobs.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

Often times it is necessary to open a vacancy to the general public in order to get the people with the military/disaster competencies to be eligible to apply.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

Majority of employees do not understand the concept of mentorship and when discussing future potential opportunities they may feel threatened or confused. Key will be in educating the current employees as to all of their future potential. This will take time to change the traditional processes that had been in place to one where the supervisors act as mentors to the employees.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

They should not. However they most likely exist. The key will be in training and identifying and encourage these individuals to compete for these future opportunities. IF they don't apply they will not be selected. The key is to encourage all qualified employees to apply for positions to which they may be interested in.

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

None

Identify what topics you address:

- ☐ *Understanding of the organization's vision and mission*
- ☐ *Managerial approachability and style*
- ☐ *Job satisfaction*
- ☐ *Cultural inclusion*
- ☐ *Flow of and access to information*
- ☐ *Career progression awareness*
- ☐ *Work/life balance*
- ☐ *Other -*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☐ *Good* ☒ *Needing Improvement* ☐ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

Human Resource dissemination to supervisory personnel for postings.

Describe any changes you plan to make around employee engagement in FY 2009:

We intend to get more feedback from the employees as to the current operation of the Agencies. This will be completed through the utilization of surveys which in turn will identify the training requirements. One of the first areas to be discussed will be to explain the Supervisory Chain of command and what options may be available to those employees who feel they cannot utilize their supervisors.

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

☐ *Workplace accessibility (visual, physical):*

☒ *Mentoring:*

We are lacking in this area as we complete this year. As we move through 2009 we will train and encourage supervisors on their roles and responsibilities in mentoring their employees as to their potential.

☒ *Awards and Recognition:*

We will develop a program in addition to the state programs to recognize those employees who have gone above and beyond their normal duties. These individuals will be recognized in front of their peers.

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

In addition to the state training we will be using the Federal Diversity Coordinator for the National guard to help identify areas that we can improve on and then to recommend possible courses of action for training purposes.

Provide information about diversity-related training planned for FY 2009 in the text box.

At this time we have not established the particular training. We hope to have this out in the 2nd quarter.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

The Iowa Team is committed to readiness/mission accomplishment, reflecting the community we serve, values differences and ensures each individual has the opportunity and means to reach their maximum potential. Our challenge is to capitalize on the changing demographics of our community. One of the first diversity initiatives will be to raise awareness of diversity as it relates to our employees. This will be conducted by providing the training for all supervisors of state employees. At the conclusion of this training we will move to training the state employees.

Describe how your managers and supervisors will be involved in diversity.

Our Supervisors are committed to and accountable for creating and maintaining an environment that fosters diversity. The first step is to conduct education and training for the supervisors and then the employees. The next step is for supervisors to provide mentoring and career guidance to those individuals to which they supervise. We will continue to pursue opportunities to meet with various minority leaders in coordination with the National Guard Diversity team. We will attempt to arrange small group gatherings of those leaders to meet with our leadership both the military and state. While the National Guard Diversity team is focused on Recruits the same avenue can be used to recruit future state employees. From these events we will be able to assist these groups in how to apply for both military service and opportunities across the state employment with the ultimate goal being one of our work force accurately reflecting the local community.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.